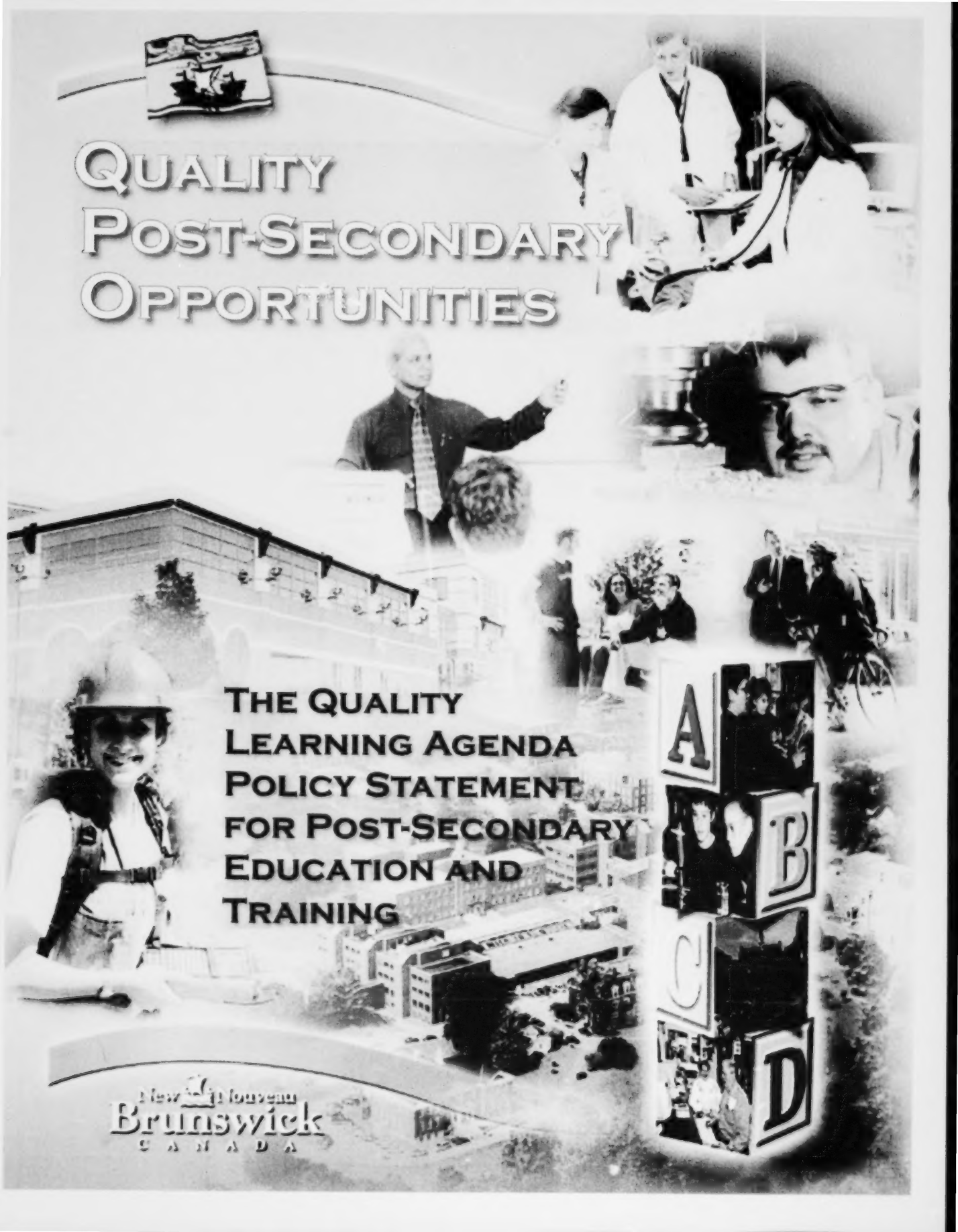

Quality Post-Secondary Opportunities

The Quality Learning Agenda Policy Statement for Post-Secondary Education and Training

Nouveau-Brunswick
Brunswick
CANADA

106-06692/

Quality Post-Secondary Opportunities

The Quality Learning Agenda Policy Statement for Post-Secondary Education And Training in New Brunswick

APRIL 2005
Departments of Education and Training and Employment Development

THE QLA POLICY STATEMENT FOR POST-SECONDARY EDUCATION AND TRAINING IN NEW BRUNSWICK

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Premier's Message

Greater Opportunity: New Brunswick's Prosperity Plan recognizes that our success in achieving prosperity in New Brunswick will only be realized if we invest in people. Our pursuit of prosperity will be strengthened if we make the right choices and invest strategically to ensure our post-secondary sector reaches further in being both *provincially relevant* and *internationally competitive.*

Provincially relevant means that our public universities, community colleges and private learning institutions offer academic programs and conduct research and development consistent with the economic, social and environmental priorities of New Brunswick.

Internationally competitive means that our post-secondary sector is positioned to compete for and attract the best and brightest students and faculty from around the world. This will help our institutions be global leaders in leading-edge research and innovation.

Our public universities and community colleges and our private post-secondary training institutions are competing in a global environment where students and adult learners now have many choices on where and how to pursue their post-secondary interests. We need our post-secondary sector to be strong, to share in the growth of our province, and to help us to achieve prosperity for all New Brunswickers.

Quality Post-Secondary Opportunities sets out the framework to ensure a provincially relevant, internationally competitive post-secondary sector to help us build a strong and prosperous province.

Bernard Lord

Bernard Lord
Premier

MINISTERS' MESSAGE

Madeleine Dubé
Minister of Education

Quality Post-Secondary Opportunities represents a comprehensive, ten-year action plan designed to position our post-secondary education and training sector for the future. The plan contains specific targets and initiatives to ensure our post-secondary education and training sector continues to grow in helping us achieve prosperity here in New Brunswick.

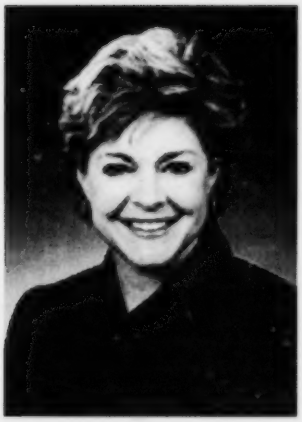
With globally recognized centers for research and innovation, and as the trainers of New Brunswick's workforce, the post-secondary sector will be an essential partner in building a strong and prosperous province.

As part of the Quality Learning Agenda, *Quality Post-Secondary Opportunities* will support our overall effort of creating a culture of excellence and lifelong learning.

Quality Post-Secondary Opportunities begins where the K-12 *Quality Schools, High Results* action plan ends, by supporting successful transitions to further learning and training. *Quality Post-Secondary Opportunities* focuses on improving the quality, accessibility, affordability and accountability of the post-secondary sector in New Brunswick. Adult and Lifelong Learning is the next stepping stone document of the QLA.

Quality post-secondary education and training are essential for individual New Brunswickers to succeed in today's competitive world and for New Brunswick to achieve lasting prosperity. We know that in less than five years, almost all new jobs created in Canada will require two or more years of post-secondary education or training. While net employment grew in New Brunswick over the past decade by more than 43,000 for workers with post-secondary education and training, it declined by nearly 15,000 for those with only a high school diploma. These two statistics illustrate the importance of ensuring quality post-secondary education and training opportunities for all New Brunswickers.

- *Quality Post-Secondary Opportunities* is designed to help more New Brunswickers of all ages pursue and complete post-secondary education or training, including at the post-graduate and/or professional programs level.



- *Quality Post-Secondary Opportunities* is about positioning New Brunswick's post-secondary learning institutions in a highly competitive global education marketplace.
- *Quality Post-Secondary Opportunities* is about providing opportunities for research and innovation, developing critical thinking abilities and preparing learners for success in their careers and their lives.

Positioning our post-secondary sector to be provincially relevant and internationally competitive will take a focused and comprehensive effort on the part of all the partners involved. We will continue to work with these partners through this action plan to ensure we reach our goal. We will aim high to build on a post-secondary sector founded on excellence.

Margaret-Ann Blaney
Minister of Training and Employment Development

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Vision for the Quality Learning Agenda

"A culture of excellence and high achievement exemplified by innovation and lifelong learning."

Planning for success and greater opportunity

The *Quality Learning Agenda* is composed of four interdependent policy statements, or "stepping stones", each with its own goals, objectives, ten year targets and actions. Together, these policies form a complete vision for strengthening the continuum of learning in New Brunswick over the next decade.

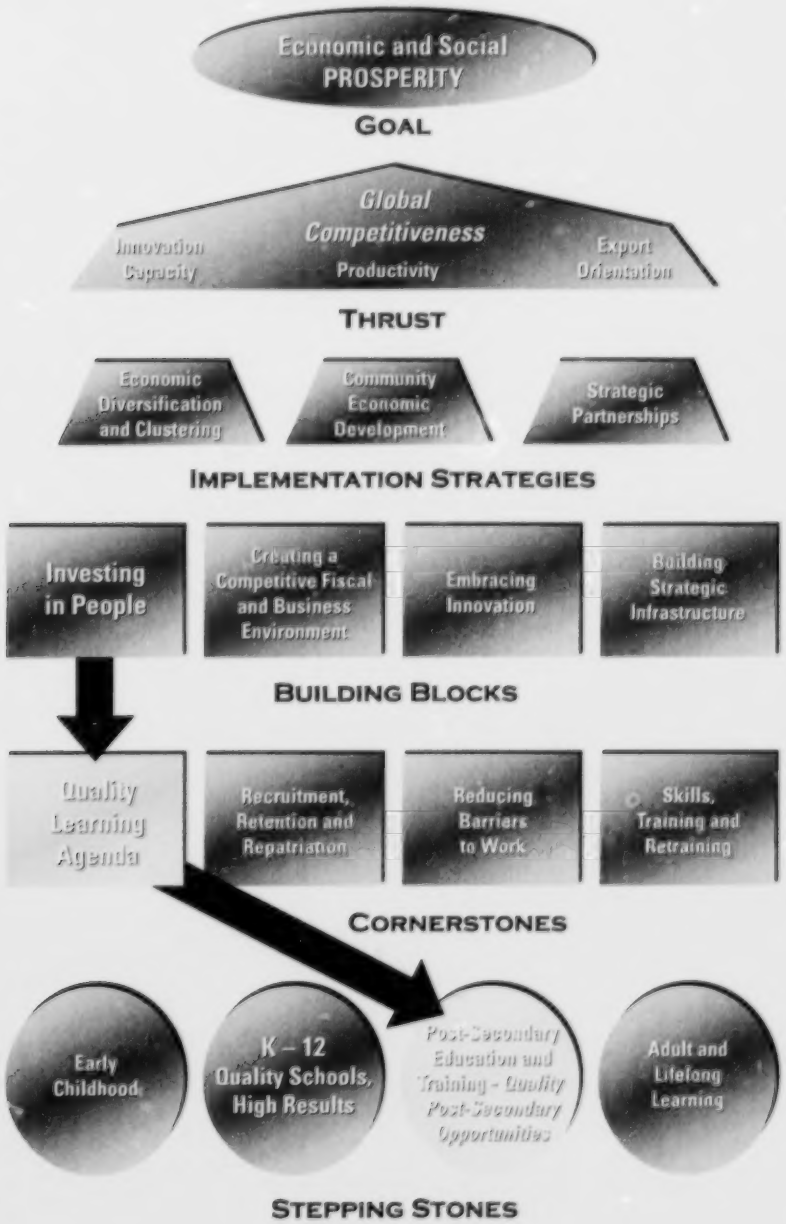
- Early Childhood Development
- Kindergarten to Grade 12 (*Quality Schools, High Results;* released in 2003)
- **Post-Secondary Education and Training (*Quality Post-Secondary Opportunities*)**
- Adult and Lifelong Learning

Quality Post-Secondary Opportunities is the post-secondary education and training stepping stone. It will help us achieve our overall vision of a culture of excellence and high achievement exemplified by innovation and lifelong learning. This will be accomplished through focusing on the quality, accessibility, affordability and accountability of New Brunswick's post-secondary education and training sector.

Quality Post-Secondary Opportunities emphasizes partnerships with our post-secondary institutions to expand research and innovation, increase accessibility to attract diverse students and faculty and continue to provide quality, relevant programming. This will enrich our post-secondary sector and the entire province.

THE STRATEGIC FRAMEWORK

Greater Opportunity:
New Brunswick's Prosperity Plan



The *Quality Learning Agenda* and *Quality Post-Secondary Opportunities* are based on the following beliefs and values:

BELIEFS

- Our ability to create a culture of excellence and high achievement, exemplified by innovation and lifelong learning, is the single most important determinant of New Brunswick's long-term success.
- Education and training are integral to building an economically competitive and socially compassionate New Brunswick.
- Education and training are central to good citizenship and a strong New Brunswick society.
- Education and training are essential to help individual New Brunswickers reach their full potential.
- Education and training systems must be dedicated to high achievement, and be innovative and accountable.

VALUES

Opportunity

All learners have the opportunity to participate in post-secondary education and training, and to achieve and excel to the best of their abilities.

Quality

Excellence, achievement and innovation aimed at ensuring quality learning and training results relevant to the needs of all New Brunswickers.

Affordability

The cost to attend post-secondary institutions in the province must remain accessible and affordable for all New Brunswickers.

Equity

Public funds allocated to post-secondary education and training must be distributed equitably to ensure maximum educational benefit for all New Brunswickers in all regions of the province.

Promotion of Official Languages

New Brunswick's public post-secondary education system is organized to offer education and training in the official language of the learner's choice. This reflects the Province's respect for the preservation and promotion of the language and culture of each of its two official linguistic communities.

Accountability

New Brunswickers deserve to be informed about how well learners and post-secondary institutions are doing relative to the goals and standards of our post-secondary education and training sector, and to expect that decisions about future directions will be based on sound information and evidence.

Community

Rich in culture and heritage, all of our communities play a critical role in shaping the character and priorities of post-secondary education and training institutions. We must be welcoming and supportive of international students and faculty to help us grow and diversify our communities. In addition to creating a supportive local environment for students, faculty, researchers, and the institutions themselves, our communities help ensure that post-secondary education and training responds to local and provincial needs.

Responsibility

Learners must pursue every opportunity to learn, to participate fully, and to accept responsibility for their own learning choices. Parents must encourage their children to explore post-secondary opportunities and assist, as much as possible, in financing their studies.

Partners in Post-Secondary Education and Training

Public and Private Post-Secondary Institutions

- Set high expectations for themselves, for their faculty and researchers and for the learners they educate and train;
- Increase participation in post-secondary education and training by improving accessibility for a wide range of students;
- Maintain positive and successful learning environments in which individuals are motivated and supported to perform at their best;
- Provide opportunities for the acquisition of skills and knowledge, especially in emerging areas of research and innovation relevant to the economic and social needs of the province;
- Are accountable for expenditures and the delivery of quality outcomes.

Learners:

- Pursue every opportunity to learn, innovate and create;
- Understand the connection between post-secondary education and training and their own prosperity, and set high achievement goals for themselves;
- Accept responsibility for their learning.

Parents:

- Recognize and instill in their children the value and love of learning;
- Serve as role models, and have high expectations for their children's educational achievement through post-secondary education and training;
- Encourage their children to explore career options and appropriate post-secondary education and training opportunities at the earliest appropriate time in their schooling;
- Assist in the preparations and planning needed for post-secondary study for their children, including financial planning where possible.

Employers:

- Determine their needs and actively participate in the development of relevant post-secondary education and training opportunities;
- Provide employment opportunities locally, as well as co-op opportunities and on-site learning to invest more in employee training and development;
- Contribute time and resources to support dynamic and innovative learning activities.

Governments:

- Provide the necessary financial, organizational and policy supports for post-secondary education and training;
- Develop strategic partnerships with communities, post-secondary institutions, organizations, the private sector and other governments to pursue common learning objectives;
- Create a social and economic environment in which people of all ages value and benefit from both the pursuit and the practical application of learning;
- Provide financial assistance to students on the basis of need and merit to enhance accessibility and participation.

Quality Post-Secondary Opportunities:
The Post-Secondary Education and Training Stepping Stone

Goal

A provincially relevant, internationally competitive post-secondary education and training sector founded on excellence.

Post-secondary education and training are essential in helping individual New Brunswickers and the province collectively reach their full potential. Higher education yields better overall quality of life, greater employment opportunities, higher income and stability. This will help to build a strong and prosperous province.

Reaching our goal of a provincially relevant and internationally competitive post-secondary education and training sector, founded on excellence, will strengthen New Brunswick as a society that recognizes and promotes the value of education: a society that takes responsibility in fostering a culture of lifelong learning for its citizens, and aspires to excellence and achievement at all times. This will ensure that New Brunswickers are well prepared to compete successfully in today's knowledge-based economy.

Quality Post-Secondary Opportunities means ensuring students are both prepared and encouraged to participate in post-secondary education and training.

Quality Post-Secondary Opportunities means all New Brunswickers have the opportunity to pursue post-secondary education and training.

Quality Post-Secondary Opportunities means working with our partners to ensure our post-secondary institutions continue to meet the current needs of learners and the strategic needs of New Brunswick.

Quality Post-Secondary Opportunities means our post-secondary institutions are world-renowned and attract international students, researchers and faculty.

Strengths of our post-secondary sector

New Brunswick's post-secondary education and training sector has many strengths including: an extensive network of institutions, both English and French; a high university participation rate; a high level of retention and employer satisfaction with NBCC/CCNB; an attractive destination for out-of-province students; and stable, predictable funding.

Over the past few years, the province has undertaken a significant number of strategic initiatives to build on these strengths, including: an increase of 24% in university funding since 1999; a $5.1 million increase in bursaries for students in need and the creation of the New Brunswick Opportunities Fund; an investment of $2 million annually since 2001 in capital infrastructure for NBCC/CCNB; a $25 million Innovation Foundation; a $35 million University Infrastructure Trust Fund; the creation of over 30 international training and educational projects by NBCC/CCNB; the establishment of the NRC e-commerce centre in Fredericton with satellite offices in Moncton, Saint John and Miramichi; up-dated apprenticeship training standards to reflect new technologies; new research and development and innovation investments for universities, NBCC/CCNB and the private sector; a $5.4 million commitment to the Research Assistantship and Research Technician initiatives; and an increase of 52% in provincial funding for New Brunswick residents studying outside the province in fields of study not offered in New Brunswick.

Challenges

Today's economy is knowledge-based and driven by innovation. Competition for skilled and creative workers is fierce at a global level. People who continue to learn and adapt their skills are best positioned to succeed. Jurisdictions that recognize and support this will prosper.

Despite our strengths and significant investments by government, a number of challenges remain for New Brunswick. For example: our population is growing at a slower rate than the national average; the proportion of our residents with post-secondary credentials is below the national average; we have a skills imbalance and shortage in certain trades and professions; we have a lower participation rate at NBCC/CCNB, compared to universities, than the national average; the cost of post-secondary studies and the debt burden on students is increasing; we must do a better job at helping students transition from school to post-secondary learning and complete their university studies; we have proportionately fewer Masters and PhD students than other provinces; and we need to secure more federal research and development funding. Above all, we need to create post-secondary education and training sector that is relevant to the needs of our province, and competitive with the rest of Canada and the world.

The 10-year Plan

Working to improve post-secondary education and training for the benefit of all New Brunswickers will take time, effort and hard work. It is, however, an attainable goal and one we will reach by working together. With a strategic focus and stronger partnerships, we will continue to coordinate our efforts to build a provincially relevant and internationally competitive post-secondary education and training sector in New Brunswick.

Where we want to be in 10 years

We will gauge our overall success in realizing *Quality Post-Secondary Opportunities* by measuring our progress in reaching the ambitious ten-year specified targets outlined in this policy statement. In setting these targets, we recognize that the post-secondary education and training sector in New Brunswick serves youth and adult learners with a wide range of abilities. We believe that all New Brunswickers can learn to the best of their abilities given the right opportunities and appropriate supports.

The targets reflect a wide range of activity required to build upon a provincially relevant and internationally competitive post-secondary education and training sector.

We will track our progress in achieving post-secondary preparedness: an indicator of the extent to which our institutions and our society in general are engaging our young people in career and post-secondary planning.

We will monitor the relative level of participation and completion of New Brunswick post-secondary learners compared to the rest of Canada.

We will monitor the relative level of participation and completion of international students compared to the rest of Canada.

We will monitor the success rate of New Brunswick post-secondary researchers relative to the rest of Canada and internationally.

It is through achieving our objectives and implementing strategic actions that we will reach the targets we have set. If we can do this, New Brunswick will have a highly educated and skilled workforce today and in the future. We will also ensure a globally competitive and adaptable workforce and a society which embraces creativity and knowledge: the human capital of economic success and social progress.

TEN-YEAR TARGETS FOR POST-SECONDARY EDUCATION AND TRAINING

TARGETS	INDICATES
Developing a Learning Culture	
New Brunswick's post-secondary participation rates will be among the top three in Canada.	New Brunswickers value post-secondary education and training.
Post-Secondary Completion	
New Brunswick will rank among the top five provinces in Canada in the proportion of its residents with post-secondary credentials.	New Brunswickers are choosing to participate in and are successfully completing post-secondary studies.
New Brunswick will lead Canada in the rate of increase of Masters and PhD enrolments.	New Brunswick has a highly qualified, innovative and specialized workforce.
Research and Innovation	
New Brunswick will join the top four provinces in Canada in Research and Development expenditures per capita.	New Brunswick has a stronger research and innovation capacity.
New Brunswick post-secondary institutions will increase their share of federal research awards to a level equivalent to the province's share of the Canadian population.	New Brunswick is recognized nationally as having highly successful, research-oriented post-secondary institutions.
Internationalization of Post-Secondary Education and Training in New Brunswick	
New Brunswick will increase the enrolment of international students in its post-secondary institutions to at least 10% of the student population.	New Brunswick post-secondary institutions continue to build their reputation as globally competitive world-class centers of excellence.

OBJECTIVES

In order to reach our targets, we will work with our partners to achieve the following seven objectives:

I. Ensure higher standards of excellence and quality
II. Increase accessibility and completion
III. Improve affordability
IV. Enhance accountability
V. Increase research and innovation capacity
VI. Meet the targeted human resource needs of New Brunswick
VII. Embrace the globalization of our post-secondary education and training sector

These objectives form a long-term and comprehensive strategic plan to provide *Quality Post-Secondary Opportunities*. Each objective is supported by a range of action priorities as well as targets and indicators to measure performance. These seven objectives will guide the direction for post-secondary education and training in New Brunswick over the next ten years.

We will support these objectives through the allocation of financial and other resources, strategic planning and enhanced partnerships with our stakeholders.

We will work together with all of our partners to develop specific action plans to monitor our progress each year towards achieving the objectives. As progress is made over the ten-year span of the *Quality Learning Agenda*, and as needs change and evolve, action plans will continue to be developed with our partners to meet the emerging challenges.

The Commission on the Future of New Brunswick Universities

In addition to the development of *Quality Post-Secondary Opportunities*, government will establish the Commission on the Future of New Brunswick's Universities, as promised in the 2003 election platform *Reaching Higher, Going Further*. While this QLA strategy covers all aspects of post-secondary education and training, the Commission will focus on the university sector and will explore a number of the identified QLA actions in further depth, including quality standards and fiscal sustainability in a global environment.

OBJECTIVE I. ENSURE HIGHER STANDARDS OF EXCELLENCE AND QUALITY

Setting a high standard of excellence and quality is a foundation of any post-secondary education and training sector that intends to serve its citizens and compete in today's global education environment. Whether it is Canadian or international students looking for high quality education opportunities, or Canadian or international degree granting institutions requiring excellence in research and innovation, the success of our post-secondary sector will be marked by our ability to promote, set and monitor high standards.

On the basis of the excellence of the opportunities we offer, we expect that more people will choose to pursue their post-secondary education and training in New Brunswick, which in turn should lead to greater investments in research and innovation.

Establishing and maintaining standards of excellence in academic programs and research and innovation activities will become increasingly important as global competitiveness intensifies. We will undertake specific actions in order to ensure New Brunswick's post-secondary education and training sector meets this challenge.

The quality of the faculty and researchers of post-secondary institutions are true measures of their excellence. In today's environment, it is essential to recruit and retain the best and brightest minds to ensure exemplary teaching and learning, and to be competitive and productive in research and innovation.

What we will do

Quality faculty

Recruitment, retention and repatriation are important in ensuring New Brunswick post-secondary institutions continue to have quality faculty.

An anticipated wave of 1,800 faculty retirements during the next decade from Maritime universities, a small supply of graduating PhDs, and increasing competition from other provinces are placing even greater demands on institutions.

New Brunswick post-secondary institutions may be seriously affected by highly qualified faculty and researchers being attracted elsewhere by larger universities in more affluent provinces as well as internationally. We need to continue to work with our post-secondary partners through provincial recruitment, retention and repatriation initiatives to ensure we can continue to attract top

notch faculty to our post-secondary institutions. Specific actions we will take include:

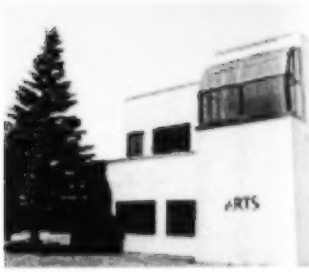
- The province will assist universities in attracting and retaining faculty through continued support from the New Brunswick Innovation Foundation. The Foundation administers the Research Innovation Fund, which provides funding for emerging projects, concept validation, innovation capacity development initiatives, start-up grants for professors and the Research Assistantship and Research Technician Initiatives.
- Within two years, the Department of Education will work with universities to develop an action plan to address the issue of recruitment and retention of university faculty, students and researchers given their potential impact on the future competitiveness of the province's universities.

Quality programs

Establishing and maintaining standards of excellence in academic programs is critical to the quality of New Brunswick's post-secondary institutions. It is a responsibility which is shared by government through a legislative and regulatory framework at both the provincial and regional levels. We will work with our partners to strengthen that framework to ensure quality programs. Specific actions we will take include:

- NBCC/CCNB will continue to ensure the quality of the teaching and learning experiences by examining and improving structures, components, processes and systems.
- The Department of Training and Employment Development will review the New Brunswick *Private Occupational and Training Act* to better protect students, and work with the industry to pursue quality assurance.
- Within one year, amendments will be made to the New Brunswick *Degree Granting Act* to protect the term "university". Moreover, we will ensure all degree programs delivered in this province meet acceptable standards in order to protect the reputation of New Brunswick's university sector.
- The Province of New Brunswick will continue to work with the Council of Ministers of Education, Canada (CMEC) to develop a Pan-Canadian framework of minimum standards for university degrees, including online degrees. This will help New Brunswick in developing its own framework to protect New Brunswick's reputation as a provider of quality post-secondary education.

Quality infrastructure



Many Atlantic post-secondary institutions are among the most historic and prestigious in the country. Keeping up with the need for state-of-the-art infrastructure, which is so essential to quality and excellence, thus presents a particular challenge for New Brunswick, as it does for the other Atlantic provinces.

We must continue to work with our regional partners and the federal government to ensure that the infrastructure needs of our post-secondary institutions are met, and that they can maintain their reputation as some of Canada's most renowned centres of expertise in post-secondary education and training. Specific actions we will take include:

- Within one year, the departments of Education and Training and Employment Development will work with the Council of Atlantic Premiers (CAP), the Council of Atlantic Ministers of Education and Training (CAMET) and the federal government on a regional approach for infrastructure renewal. This will help our universities and NBCC/CCNB meet their research and teaching capacity needs.
- The departments of Education and Training and Employment Development will continue to build on the ongoing strategic capital investments in the public post-secondary sector.
- The initial $15 million University Infrastructure Trust Fund has recently been increased by $20-million. This new investment will help renew infrastructure in our universities to enhance both teaching and research capacity.

Objective II. Increase accessibility and completion

Ensuring New Brunswick's post-secondary education and training sector is provincially relevant and internationally competitive means making it more accessible to New Brunswick residents, as well as Canadian and international students.

Improving access to and completion of post-secondary education and training is essential in creating a culture of lifelong learning and a prosperous province.

Increased accessibility means providing a greater range of opportunities and improving services to students interested in pursuing their studies at the post-secondary level.

For younger students, a successful post-secondary experience requires a successful transition from high school. It is important that all students see post-secondary education and training as a necessity. We need to ensure that our post-secondary institutions are accessible to students with various cultural backgrounds, exceptionalities, unique needs and circumstances.

A partnership approach is essential to help students make the best choices regarding their post-secondary planning. This partnership includes parental support through pro-active planning, as well as school support by counsellors and teachers. It also means that once learners begin their post-secondary education or training, the supports must be in place in both public and private institutions to help learners succeed and complete their studies.

Increasing accessibility includes using technology to provide greater access to post-secondary education and training. e-Learning opportunities and "digital campuses" are transforming the ways our post-secondary institutions are engaging students, both from within New Brunswick and globally. This engagement takes the form of delivering academic content online, registering students online, providing electronic communications between students and faculty, as well as online help. These new modes of delivery serve both younger students and adult learners, expanding the reach of the institutions and increasing their level of accessibility.

We also need to encourage prior learning assessment and recognition to provide better access for adults wishing to pursue post-secondary learning and professional development.

As we increase accessibility for New Brunswickers, we also need to continue to open doors and reduce barriers for international students. This will increase the global competitiveness of our post-secondary institutions.

What we will do

Support successful transitions to post-secondary learning

Supporting successful transitions to post-secondary learning is important in preparing students for their future. Students themselves have told us we must ensure they receive strong academic preparation, especially in literacy, math and science. A number of specific actions have already been undertaken as part of *Quality Schools, High Results*, the K-12 QLA. These actions include improving student preparations and supports through a new comprehensive school-wide approach to guidance that includes principals, counsellors and teachers. These partners work together to offer a continuum of services which include personal development and career planning. Other actions include increased opportunities for high school students to participate in co-op and work-study programs, and more exposure to trades and technology courses. We will continue to build on these actions to ensure students have the right mix of learning opportunities, guidance and academic preparation to make a successful transition from high school to post-secondary education and training. Specific actions we will take include:

- New Brunswick will continue to partner with the Canada Millennium Scholarship Foundation and the province of Manitoba on a national pilot project, *Future to Discover*. This project involves more than 4,000 New Brunswick high school students and their parents. Throughout grades 10-12, participating students from 30 high schools will receive enhanced career and post-secondary education guidance and information.
- Within one year, the departments of Education, Health and Wellness, and Training and Employment Development will expand the *Explore My Future* career expos to reach all regions of the province on a two-year rotating basis. These expos will raise the awareness of post-secondary education and training opportunities in New Brunswick. They include the participation of post-secondary institutions, industry and organizations which can promote options to high school students. These expos will be expanded to include parental participation, as well as a speakers' bureau of New Brunswick professionals who can provide practical information on their careers to students and their parents.
- New Brunswick public libraries will offer public "information literacy" training sessions that will be open to students in order to help them prepare for post-secondary research projects.

- Within two years, the Department of Training and Employment Development will implement measures to provide individuals who did not graduate from high school the opportunity to acquire the "Essential Skills" they need to register and succeed in an apprenticeship program. As part of this initiative, assessment and learning materials will be identified for each apprenticeable occupation or sector of occupations to help potential students meet pre-requisites to allow them to progress more quickly and successfully through their program of study.
- The departments of Training and Employment Development, Education and the Aboriginal Affairs Secretariat will partner with post-secondary education and training institutions and First Nations communities to develop strategies to improve transitions from K-12 to post-secondary. These strategies will promote the benefits of post-secondary education and training to aboriginal students, and provide information on the types of assistance and supports available.
- NBCC/CCNB and universities will continue to undertake activities to ensure awareness of Aboriginal culture by staff and students on every campus.

Encourage completion of post-secondary education and training

While New Brunswick has a very high level of participation of its residents in post-secondary studies, the proportion of New Brunswickers with post-secondary credentials remains low. The latest national data from the *Youth in Transition Study* suggests that in 2001, about one out of every seven young people aged 20 to 22 who had attended a post-secondary education institution in Canada at some point in their life had left without completing their program. The most common reason they gave for leaving was a lack of program fit. We will work with our post-secondary partners to address this issue. Specific actions we will take include:

- Within one year, the Department of Education will work with New Brunswick universities and national partners to address non-completion of post-secondary education and training and implement strategies to improve retention.
- Within two years, NBCC/CCNB will implement a comprehensive approach to identify first year full-time students who are academically "at risk" and to provide them with appropriate remedial assistance.
- The departments of Education, Training and Employment Development and the Aboriginal Affairs Secretariat will work

with the federal Department of Indian and Northern Affairs and post-secondary institutions to explore retention and completion strategies, including work-study opportunities for Aboriginal students.

Expand e-Learning opportunities and distance education

New Brunswick post-secondary institutions are instrumental in expanding e-Learning initiatives and research. New Brunswick has created centers of expertise in a number of e-Learning areas such as research and development, training course development, professional development, leadership and promotion.

Several public universities offer curriculum and programs online. Private universities such as Lansbridge and Yorkville offer some of their programs entirely online. NBCC/CCNB is also active in e-Learning in its course offerings as well as research and development initiatives undertaken with its partners. e-Learning is becoming a valuable way to increase accessibility to post-secondary education and training for New Brunswickers, especially those in rural areas. An example of this is the *First Year at Home Program*. This partnership between the Province of New Brunswick, the University of New Brunswick, Saint Thomas University and Mount Allison University allows undergraduate students in Miramichi to complete their first year of study at home.

New Brunswick is also taking a leadership role in developing e-Learning initiatives. These include, *le groupe d'intégration et de développement des infrastructures à l'enseignement* at l'Université de Moncton and the centre for e-Learning development at the University of New Brunswick. We will continue to build on these initiatives. Specific actions we will take include:

- Within two years, the province will work with our universities and NBCC/CCNB to identify the best means and models to expand online services, including incentives to enhance the availability of online learning opportunities for New Brunswick, Canadian and international students.
- The Department of Education will encourage online degree granting through public and private post-secondary institutions.
- Within two years, NBCC/CCNB will implement a network-wide e-Learning environment which will help position it by creating capacity for skills upgrading and training, as well as export opportunities. NBCC/CCNB will play a key role in the knowledge industry by being a model user of e-Learning and by consolidating its expertise on the one hand and by training

workers proficient in e-Learning on the other. e-Learning will be fully integrated in its operation, seamless with other forms of learning.

- The Department of Training and Employment Development will continue to work with Connect NB Branché, our network of community access centers, to increase the availability of online learning products and services that will support learners' preparation for access to post-secondary education and training.
- Within three years, the province and the post-secondary sector will explore the best means of strengthening opportunities for students studying in rural areas.
- New Brunswick public libraries will work with libraries in post-secondary institutions to strengthen access to online information and print resources for their students by promoting the availability of public library services for distance or e-Learning. These services include free public Internet access, as well as free access to print and online resources held by public libraries across the province.
- New Brunswick public libraries will continue to provide access to interlibrary loan service for university and public library collections, held within Canada or beyond, to support distance e-Learners.

Improve access for persons with disabilities

We believe that everyone has the ability to learn if given the opportunity and appropriate supports. In the public school system, New Brunswick is viewed both nationally and internationally as a leader in inclusion.

In the post-secondary sector, a number of steps have been taken by academic institutions to provide opportunities for students with disabilities to access post-secondary education and training. Some of those initiatives include a new NBCC/CCNB policy for students with disabilities. Implemented in 2003, this new policy has resulted in a 54% increase of students who are self-identified as having a disability compared to 2001-2002.

Universities have also made significant progress in this area through a number of initiatives, such as the Meighen Centre for Learning Assistance and Research at Mount Allison University, to provide assistance to students with learning disabilities. We will continue to work with our post-secondary partners to build on these initiatives. Specific actions we will take include:

- Within one year, NBCC/CCNB will complete a five-year plan to provide services for students with disabilities. The plan will describe the level of services to be provided by NBCC/CCNB and identify the sources of funding available.
- The Department of Education will continue to work with high school students who have exceptionalities and their parents to help students prepare for the transition from high school to post-secondary education and training. This includes pro-active post-secondary planning in grades 9-12.
- The Department of Education will respond to the independent study now underway on inclusion programs and practices in order to further assist students with exceptionalities in their transition from high school to post-secondary education and training.

Encourage the use of Prior Learning Assessment and Recognition (PLAR)

Both access to and progress within post-secondary education and training programs can be enhanced by effective use of prior learning assessment and recognition methodologies. PLAR involves a systemic process of analyzing the knowledge and skills an individual has acquired through formal, informal and experiential learning. The use of PLAR can enhance access to post-secondary education and training by facilitating program entry for individuals who lack formal eligibility credentials but have the capabilities to succeed. The many uses of PLAR for recognizing and advancing individual learning, as well as supporting a culture of continuous learning, will be detailed in the *Quality Learning Agenda's Adult and Lifelong Learning* policy statement. Because of the importance of PLAR to improve access to post-secondary education and training for New Brunswickers, we will lay the groundwork in this QLA. Specific actions we will take include:

- Within one year, the departments of Training and Employment Development and Education will collaborate to create a centralized approach to PLAR. We will work with New Brunswick universities, colleges, and private institutions to increase the scope and number of recognized credit transfers, articulated programs and e-Learning opportunities offered by universities, colleges and private institutions. This strategy will help New Brunswickers apply prior learning and training credits, foreign credentials and work experience of all types towards the completion of post-secondary credentials.
- New Brunswick will foster the development of regular and sustained continuing education programs in strategic sectors

and industries, relying both on improved PLAR and partnerships with training and education institutions.

- The province will continue to work with the Council of Atlantic Premiers (CAP) and the Council of Atlantic Ministers of Education and Training (CAMET) to formalize PLAR services for apprenticeship trades among the Atlantic provinces.
- The Department of Training and Employment Development will standardize prior learning assessment methods for evaluating candidates for apprenticeship training. As part of this initiative, we will continue to pilot a process for crediting prior learning and skills development in order to meet eligibility criteria for training. The objective is to facilitate entry into apprenticeship training for individuals who have the skills and abilities to succeed, but lack the formal entry qualifications

Increase credit transfer and articulated programming among post-secondary institutions

Credit transfer among post-secondary institutions is important in providing more choices and flexibility to post-secondary learners. It allows for seamless mobility between post-secondary institutions. This is essential in increasing the participation of New Brunswickers in post-secondary education and training. It also allows adults who have left the post-secondary education or training system the opportunity to receive credit for the courses they have already taken if they choose to resume their studies at another institution. This provides greater choices for adults who have begun their post-secondary training at one institution, but have decided they would like to choose a different program to complete their studies.

New Brunswick post-secondary institutions have increased articulated program opportunities between universities and NBCC/CCNB. This is a program of study which incorporates components of a post-secondary program by one participating institution with components of a post-secondary program delivered by another. The general aim is to provide the student with a mix of sound theoretical and educational/academic bases, as well as practical training. Specific actions we will take include:

- Within two years, the Department of Education will work with New Brunswick universities to increase the number of first and second year introductory level courses that are transferable among institutions.
- Within two years, the departments of Education and Training and Employment Development will work with New Brunswick

post-secondary institutions to increase articulated program opportunities in the province. The initial focus will be in professions for which there is an identified human resource challenge.

Improve access for international students

The latest data from Statistics Canada shows that international students represent 5.4% of the total university population in New Brunswick, ranking New Brunswick fifth among Canadian provinces. We must continue to build on this foundation through increasing access and eliminating barriers for international students so they can study, live and work in New Brunswick. Specific actions we will take include:

- The departments of Education, Training and Employment Development and Business New Brunswick will continue to encourage more international students to come to New Brunswick by working with the federal government to support the International Student Off-Campus Work Pilot Project. This project allows international students to obtain a work-permit while attending New Brunswick post-secondary institutions, and helps foster a closer relationship between international students and the New Brunswick communities in which they live.
- The departments of Intergovernmental and International Relations, Business New Brunswick, Education and Training and Employment Development will work with post-secondary institutions and the federal government to promote and increase international educational exchanges and opportunities for New Brunswickers to study abroad.
- The departments of Education and Training and Employment Development will continue to work with regulatory bodies, municipalities and other stakeholders to identify and address issues and barriers to assessment and recognition of foreign credentials.

Objective III. Improve affordability

In an era of globalization, the acquisition of knowledge is one of the best investments a person can make. We must continue to work with learners, parents, teachers and our post-secondary institutions to raise awareness of the importance of post-secondary education and training.

While students recognize generally that education and training are an important investment in their future, they also tell us rapidly rising costs are one of the barriers to participation and completion.

As the first building block of *Greater Opportunity: New Brunswick's Prosperity Plan*, government is committed to investing in people. A well-trained workforce and educated and engaged citizens are key ingredients of a strong and prosperous province.

We will continue to work with our partners to reduce barriers and improve affordability for students through increasing opportunities for learners to finance their post-secondary education and training.

Affordability is also an issue for taxpayers, institutions and governments. We need to work together to ensure the post-secondary system we have in place is affordable and sustainable. That means reducing red tape and administrative costs in government. Among post-secondary institutions, it means strengthening cooperation to improve efficiencies.

What we will do

Improve affordability for students

Improving affordability for students begins with long-term financial planning for post-secondary education and training, continuing to improve access to student financial assistance, and working with public and private post-secondary partners to improve access to scholarships and bursaries. Specific actions we will take include:

- The Province of New Brunswick will introduce a new tuition tax rebate to post-secondary students enrolled at approved educational institutions. This tax rebate will be a non-refundable personal income tax credit of 50 per cent of eligible tuition with a maximum lifetime tuition tax rebate of $10,000.
- The Department of Education will continue to promote and encourage parents to invest in Learning Bonds (RESPs) as a way to encourage parents to save for their children's post-secondary education and training.

- Within one year, the Department of Education will implement measures to improve access to financial assistance for students of middle income families. Such measures include raising the threshold for parental contribution.
- In 2005, NBCC/CCNB will begin the planning of a major fundraising campaign for its new Scholarship Fund. The funds will be used to increase opportunities for students interested in pursuing post-secondary training in the college system.
- Within three years, the departments of Education and Training and Employment Development will expand the New Brunswick Opportunities Fund. This will be accomplished by providing increased annual funding, matched by private sector funds, to create endowed scholarships and bursaries for university and community college students in financial need. Currently the New Brunswick Opportunities Fund provides $1 million each year in provincial funding, matched by $2 million each year from the private sector. Over the next three years, we will work with our partners to expand this initiative to total $5 million annually.
- The Department of Education will continue to be part of the Canada Millennium Scholarship Foundation's *Learning Accounts* pilot. This pilot provides a combination of information on post-secondary education and training opportunities as well as financial assistance to post-secondary students in need.
- Within one year, the Department of Education will work with the federal government to include a computer allowance in the needs assessment of student financial assistance.
- Within two years, the Department of Education will assess models and introduce an electronic application system for student financial assistance. This system will provide individual students with greater access and information about the amount of student financial assistance for which they are eligible.
- Over the next year, the Department of Education will integrate the student loan disbursement and repayment process with the federal government. This will simplify access for students through a "one student, one loan" approach.
- Over the next year, the Department of Education, in collaboration with the federal government, will increase student loan limits as set out in the 2004-2005 federal budget.

Improve affordability for taxpayers

To improve affordability for taxpayers, we must assess the financial assistance measures we have in New Brunswick to reduce duplication, red tape and administrative costs. We will work with post-secondary institutions to encourage inter-institutional collaboration on common services and identification of common cost-drivers. Specific actions we will take include:

- Within one year, the Department of Education will provide an integrated student loan disbursement and repayment process for every student accessing this service. This integrated approach will allow for greater efficiencies for taxpayers by eliminating duplication, red tape and administrative costs.
- The Department of Education will work with the Maritime Provinces Higher Education Commission (MPHEC) to review the current university funding formula to ensure it is fair and equitable.
- Within two years, the province will work with the post-secondary sector to identify potential cost-saving efficiencies through inter-institutional collaboration on common services.

OBJECTIVE IV. ENHANCE ACCOUNTABILITY

Accountability is important to all post-secondary partners, and every partner has a role to play in enhancing the accountability of our post-secondary sector.

Accountability at all levels of the post-secondary education and training sector will provide New Brunswickers with information on the investments they make in their post-secondary institutions. It is through greater openness and transparency that the public will see the value of their common investments in the post-secondary sector.

The Province of New Brunswick recognizes that enhanced accountability must not come at the cost of the independence and autonomy of public universities and their multiple missions of research, teaching and community service. Government must balance this independence with ensuring public funds help meet the strategic needs of the province as set out in *Greater Opportunity: New Brunswick's Prosperity Plan*.

We must strengthen our partnerships with our post-secondary institutions to improve research and development, innovation, and to enhance the accessibility and affordability of post-secondary education and training.

What we will do

- Beginning in 2005, the Ministers of Education and Training and Employment Development will jointly convene an annual Roundtable on Post-Secondary Education and Training. Comprising key post-secondary education and training partners, the members of this Roundtable will discuss and coordinate the actions contained in *Quality Post-Secondary Opportunities*. This forum will also be used to allow post-secondary institutions to share best practices, identify common challenges and work together on solutions to strengthen post-secondary education and training in New Brunswick.

- Within one year, an institutional designation policy will be introduced based on a nationally established framework so that learners at designated institutions will be eligible for financial assistance. This designation framework will minimize the risk of loss from provincial and national student loan programs, and will build on the confidence parents and students have in New Brunswick's post-secondary education and training institutions.

- The departments of Education and Training and Employment Development will work with the Maritime Provinces Higher Education Commission (MPHEC) and other local, regional

and national partners to improve student and public access to essential post-secondary data. These include such statistics as enrolment and completion trends, research activity, the costs to students and government, the outcomes of post-secondary education and training, student loan repayment trends and student satisfaction survey data. These will also include Department of Training and Employment Development data such as success indicators for employment programs linked to post-secondary training.

- Within three years, the Department of Education will work with school districts, post-secondary institutions, the MPHEC and Statistics Canada to implement a province-wide New Brunswick student identifier. This identifier will track individual students throughout the public and post-secondary school system and be used to develop statistical information on indicators such as participation, completion and retention.
- Within two years, New Brunswick's public universities will appear annually before the Legislature's Standing Committee on Education to report on how they have developed their capacity in areas strategic to the province.
- NBCC/CCNB will continue to support systems of quality management and accountability focusing on improved outcomes for students. Within the next two years, the network will be restructured to ensure:
  - skilled, well-trained graduates who are better able to meet the growing demands of the private sector;
  - significantly increased capacity;
  - operation in a cost-effective manner;
  - operation in full compliance with the *Official Languages Act* and the *Canadian Charter of Rights and Freedoms;*
  - greater opportunity to create strategic partnerships with organizations, educational institutions, industry and governments;
  - increased ability to access private and federal funds to assist with infrastructure and equipment costs;
  - strategic positioning to enable innovative research and development projects.

OBJECTIVE V. INCREASE RESEARCH AND INNOVATION CAPACITY

Positioning New Brunswick's post-secondary education and training sector to be provincially relevant and internationally competitive demands an enhanced level of research and innovation capacity. Attracting the best faculty and students to our institutions will only be realized if we have infrastructure to support leading edge research and development. Securing increased levels of research and development funding from the private and public sectors will occur by ensuring research activities are consistent with the priorities of New Brunswickers.

These priorities span a range of economic, social and environmental interests, which means we must build capacity in both the sciences and humanities. At the same time, our collective investments must be focused and strategic, allowing a comprehensive approach within a well defined and articulated set of priorities.

New Brunswick universities undertake a higher share of the province's innovation, research and development activity than the private sector. However, in comparison to other jurisdictions, New Brunswick needs to expand its research capacity in both the post-secondary and private sectors to be more competitive. This will help New Brunswick build strength in the strategic clusters set out in *Greater Opportunity: New Brunswick's Prosperity Plan*. They include: knowledge industries, life sciences, advanced manufacturing and value-added natural resources, as well as public priorities such as education and health care.

We will continue to make investments in human resources and infrastructure throughout the post-secondary sector to improve the international competitiveness of our post-secondary institutions. In addition, we must strengthen partnerships between all levels of government, our post-secondary institutions and the private sector to further support creativity, innovation and the overall research capacity of New Brunswick.

What we will do

- Within one year, the Department of Education will develop a comprehensive provincial research strategy with our post-secondary partners and Innovation Team New Brunswick. This strategy will focus on the need to improve New Brunswick's success rate in federal research awards, especially from the major federal granting councils: Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences

and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR).

- The departments of Education and Training and Employment Development will continue to enhance partnerships among community colleges, universities, business and economic development agencies to improve the sharing of equipment, technology and expertise in order to build research capacity.
- Within one year, the Department of Education will work with partners to develop a work-study initiative for graduate students. This initiative will provide graduate students with valuable work experience within the province and promote important linkages between New Brunswick universities and the private sector.
- The departments of Education and Training and Employment Development will continue to work with the New Brunswick Innovation Foundation to build on its success to increase research capacity, assist emerging projects, encourage concept validation and increase innovation capacity development initiatives in the post-secondary education and training sector.
- In partnership with Innovation Team New Brunswick and the Department of Education, an Annual Innovation Forum will be launched beginning in 2005. The forum will highlight research successes, especially among young entrepreneurs and researchers in the private sector as well as those in our universities and NBCC/CCNB. It will also provide opportunities to discuss and share best practices, discuss industry trends, highlight challenges and share solutions to improve New Brunswick's competitiveness.
- NBCC/CCNB will continue to expand its capacity for applied research and innovation by focusing on its human, physical and material resources. Recent success and the strength of its eleven campuses will be used to develop more research projects. It will also promote opportunities for faculty to gain the knowledge, skills and support needed to work effectively in applied research and innovation.
- NBCC/CCNB will adopt an Intellectual Property Policy that will encourage more involvement by personnel in applied research activities.

Objective VI. Meet targeted human resource needs of New Brunswick

As we build a provincially relevant and internationally competitive post-secondary education and training sector, we must continue to focus on the priorities of New Brunswickers. This is important in ensuring we have a skilled workforce which is responsive to the human resource needs of today. It will also allow us to plan for the human resource challenges of tomorrow and meet the labour market needs of emerging sectors.

Meeting targeted human resource needs of New Brunswick means that: our children receive the highest quality of education; our health care system has highly-qualified professionals to provide care for New Brunswickers; we have the skilled trades professionals and applied technicians we need to work in the traditional and knowledge-based sectors; and we continue to build on our unique identity as Canada's only officially bilingual province.

These are key priorities of New Brunswickers and therefore, are important priorities of government. We will continue to work with our partners to ensure New Brunswick's post-secondary education and training sector is responsive to these priorities and needs.

What we will do

Education and teacher training

Quality education and student learning in the K-12 system is highly dependent upon the knowledge and skills of classroom teachers. New Brunswick teachers need the tools to ensure our children receive a top quality education. This is essential in ensuring our province is among the top three provinces in Canada in academic achievement. By working with our teacher training institutions, we will ensure that new teachers have the literacy, math and science skills and competencies they need to help our students succeed.

We must provide teachers with skills to support New Brunswick's inclusionary practices and enable them to integrate technology throughout the curriculum. We must also ensure teachers have access to a wider range of professional development opportunities through post-secondary education and training, including online courses. Specific actions we will take include:

- Within one year, the Department of Education will work with teacher training institutions to review current education programs to ensure pre-service training is relevant to our public school system. We will require universities, which are providing

teacher education programs on our behalf, to ensure core competencies are built in literacy, math, science, guidance, classroom management and student assessment.

- The Department of Education will ensure professional development opportunities for teachers to respond to the ever-changing needs of our schools so that they remain up to date on the latest trends in education. We will work with teacher training institutions, school districts, the New Brunswick Teachers' Association and l'Association des enseignantes et des enseignants francophones du Nouveau-Brunswick to deliver practical, relevant professional development, using both traditional and online delivery mechanisms.
- Within one year, the Department of Education will develop and release a teacher recruitment strategy. This strategy will address recruitment, retention and repatriation issues. It will focus on specialty areas where there is a shortage of qualified teachers, as well as recruiting teachers to rural areas of New Brunswick.
- The Department of Education will continue to implement new Teacher Certification Regulations which will allow for more specialized teachers in hard to recruit disciplines such as math, science and technical-vocational subjects.
- The Department of Education will partner with New Brunswick universities to increase education related research. We will focus on areas of core competencies such as literacy, math, science, guidance, classroom management and student assessment.

Health human resources

As a strategic priority of the province's new four-year provincial health plan *Healthy Futures: Securing New Brunswick's Healthcare System*, training, retaining and recruiting health human resources will continue to be a major focus of the province. This is essential in ensuring New Brunswick has the health professionals it needs to provide quality care for New Brunswickers.

New Brunswick currently invests over $15 million each year for out-of-province programs of study, primarily in health-related disciplines. We will continue to take specific steps as new technologies are developed and our population continues to age, to ensure New Brunswickers have the opportunity to pursue post-secondary education in the health and life sciences sectors. Specific actions we will take include:

- The departments of Health and Wellness and Education will continue to track New Brunswickers receiving their medical training in a funded out-of-province seat, to recruit them to return to New Brunswick to work after graduation.
- The departments of Health and Wellness and Education will continue to take specific steps to ensure New Brunswick post-secondary students in health-related disciplines studying out-of-province have more opportunities to undertake their clinical training at home. This is important in establishing links with these students, and to help them build relationships within the New Brunswick healthcare system.
- The Department of Education will work with our federal and provincial partners to increase opportunities for Aboriginal students who wish to attend medical school by dedicating seats specifically for Aboriginal medical students.
- Within one year, the departments of Health and Wellness and Education will explore innovative partnerships with medical schools in other provinces, beginning with a partnership between l'Université de Sherbrooke and l'Université de Moncton. This partnership will allow medical students to graduate from l'Université de Sherbrooke while receiving their training in New Brunswick.
- Within one year, the departments of Health and Wellness and Education will introduce a new Medical Student Bursary Program of up to $6,000 for medical students in their last two years of training to encourage them to practice in New Brunswick.
- Over the next four years, the Department of Health and Wellness will support a new Student Loan Forgiveness Program. This program will be provided through the Regional Health Authorities. It will be designed for new medical school graduates in designated disciplines who agree to practice with a Regional Health Authority for a minimum of five years.
- The departments of Health and Wellness and Education will work with post-secondary institutions to increase the number of admissions to nursing programs by 95 seats.

Trades and technology

- The Department of Training and Employment Development will explore options for the potential use of the apprenticeship model for training and accreditation in a broader range of occupations.

- The departments of Education and Training and Employment Development will increase awareness of opportunities in applied careers by making labour market information more accessible.

Official languages

New Brunswick's post-secondary education sector is organized to offer education and training in the official language of choice. This reflects the province's commitment to the preservation and promotion of the language and culture of its two official linguistic communities.

In addition, our skilled, bilingual workforce gives New Brunswick a competitive edge over other jurisdictions, and we will continue to nurture and promote our two official languages within our post-secondary sector. Specific actions we will take include:

- The departments of Education and Training and Employment Development will work with New Brunswick post-secondary education and training institutions to improve opportunities for French Immersion graduates who wish to pursue their post-secondary studies in their second official language.
- The Department of Education will work with New Brunswick post-secondary institutions to encourage more exchanges between English and French institutions.

OBJECTIVE VII. EMBRACE THE GLOBALIZATION OF OUR POST-SECONDARY EDUCATION AND TRAINING SECTOR

The goal of *Quality Post-Secondary Opportunities* is, in part, to ensure New Brunswick's post-secondary sector is internationally competitive. In order to attain the significant benefits offered by the global education market, it is essential that all partners appreciate that we must adapt to this new reality.

Our universities, community colleges and other post-secondary education and training institutions are already experiencing significant new growth in international student enrolment. However, international education is not simply about recruiting more international students.

The global education market is valued in the trillions of dollars and is already leading to the transformation of the post-secondary education and training sector around the world. If New Brunswick is to be successful in this highly competitive market, this transformation must also include the communities that host our post-secondary institutions.

The globalization of our post-secondary sector mirrors the transformation of our society and our economy. This reality is a theme throughout the objectives and actions identified within *Quality Post-Secondary Opportunities*. At the same time, it is essential that specific actions be identified that will move us forward in this exciting era of globalization.

What we will do

- Within two years, the Department of Education will work with its partners to develop and release a provincial international education strategy that will focus on positioning New Brunswick in the highly competitive international education market. The strategy will provide strategic direction for all stakeholders and partners to effectively coordinate international education programs, products and services to maximize the economic, social and cultural benefits offered. The strategy will specifically address:
  - a marketing initiative designed to recruit international students to New Brunswick;
  - marketing of New Brunswick's educational products and expertise;
  - an expansion of immigration opportunities;

  - services and supports required for international students;
  - activities to promote cultural awareness on campuses and within host communities;
  - engagement of the multicultural community.

- Within two years, NBCC/CCNB will build on the success of its own International Education Strategy to exceed client and partner expectations in providing quality learning opportunities and consultative services within the realm of needs analysis, customized training, institutional support, distance education expertise and train-the-trainer proficiency. This strategy will focus on:

  - internationalization of NBCC/CCNB curriculum standards;
  - international recruitment;
  - staff and student mobility;
  - international development projects.

- Within one year, the departments of Education, Business New Brunswick and the Office of Human Resources will explore options to hire more international students through the *Provincial Nominee Program*.

- Within two years, New Brunswick will review its related legislation, regulations, policies and programs to ensure they support New Brunswick's efforts in the international education sector.

SUMMARY

Post-secondary education and training are essential in helping individual New Brunswickers and our province collectively reach their full potential. Higher education yields better overall quality of life, greater employment opportunities and higher income and stability. It will also help to build a stronger and more prosperous province.

Achieving prosperity will only be accomplished if New Brunswick as a society embraces and promotes the value of education throughout the continuum of learning. As a society, we must take responsibility for fostering a culture of lifelong learning for citizens from the earliest moments, and aspire to excellence and achievement at all times. This recognition and effort will ensure New Brunswickers are well prepared to compete successfully in today's knowledge-based economy.

Quality Post-Secondary Opportunities means ensuring students are both prepared and encouraged to participate in and complete post-secondary education and training.

Quality Post-Secondary Opportunities means all New Brunswickers have the opportunity to pursue post-secondary education and training.

Quality Post-Secondary Opportunities means working with our partners in new and innovative ways to achieve our shared goal of positioning our post-secondary education and training system to be provincially relevant and internationally competitive.

AN INVITATION TO PARTNERSHIP

The success of *Quality Post-Secondary Opportunities* is contingent on all partners being fully engaged in the identified actions.

Each partner has a significant role to play in effective communication and coordination. These are the pillars upon which the opportunities presented in this strategy rest.

One of our assets in New Brunswick is our ability to build strong relationships among key post-secondary partners and work collaboratively to achieve common goals. This asset, not available to larger and more diverse provinces, is perhaps one of our greatest strategic advantages when it comes to positioning our post-secondary sector as provincially relevant and internationally competitive.

We invite all partners to engage in this process, to share their counsel and mobilize their resources with us as we embrace the challenge of positioning New Brunswick's post-secondary education and training sector for the future.